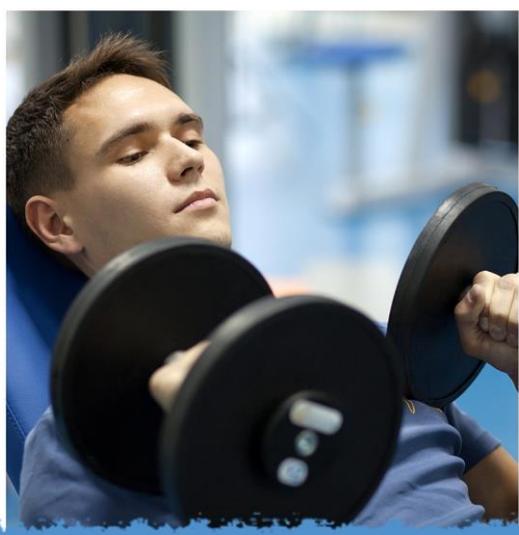




Proposal For YMCA Community Development Services

Municipality of South Huron

YMCAs across Southwestern Ontario



Building healthy communities

Exeter, ON
February 2018



YMCAs across Southwestern Ontario

Submitted To:

Dan Best, CAO
Municipality of South Huron
322 Main Street South, Exeter, ON N0M 1S6

Submitted on behalf of the YMCA By:

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Date:

February 15, 2018



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EXECUTIVE SUMMARY

In response to requests for information from both Mayor Cole and CAO, Dan Best, concerning the launch of a community process to determine demand and interest in a Community Hub/Recreation Centre for South Huron; the YMCA is pleased to offer its assistance and extensive experience in community development to support the Project Steering Committee, and aid in the development of processes to define, for the Municipality, the facilities, programs, and recreation services that are most desired by residents. The YMCA has led similar community development projects under contract with the Municipalities of Central Huron (Clinton), Goderich, Lambton Shores (Forest), and North Middlesex (Parkhill).

Today the Y is established in more than 275 communities around the country and has the long-standing relationships and physical presence not just to promise, but to deliver, lasting personal and social change. With a commitment to nurturing the potential of children, teens and young adults, promoting healthy living, and fostering social responsibility, the YMCA ensures that every individual has access to the essentials needed to learn, grow and thrive.

Through the deployment of the YMCA's membership model, the YMCA delivers programs and services that are reflective of the community's needs and ensures balance in membership and community use. With a sustained membership base, the YMCA continues to work to grow membership and improve upon its financial obligations to its stakeholders.

Specifically, in the case of the Municipality of South Huron – this guide should serve to provide an outline of the Community Needs Assessment proposed to be executed by the YMCA and provide a summary of the key questions regarding any potential YMCA – Municipality operating agreement resulting from the Assessment's findings. In this proposal the YMCA wishes to highlight:

- A proven *Community Needs Assessment Model* that;
 - i. Builds on previous work of the Municipality to identify and respond to community health and recreation needs; and
 - ii. Delivers a cost-effective method of determining current community health and recreation needs, community facility demands, and the development of operating models to address both.
- An opportunity for the Municipality to access the YMCA brand of health & wellness, an internationally recognized charitable federation, whose mission is to help build healthier communities across Canada.
- The opportunity to foster greater resident input into the health and recreation services delivered by the Municipality.

Our YMCA is a proven leader in the development of municipal-YMCA collaborations. Studies indicate that a YMCA branded facility helps draw businesses and families to the community, supports economic growth and serves as a community anchor. Municipal Council and the community can count on the YMCA as a sustainable health & wellness provider; one who employs local staff and volunteers, and one that empowers people to contribute to the health of their community.

The YMCA hereby proposes to deploy, on the Municipality's behalf, Community Development Services to determine community support for health and recreation programs, services, and facilities.



SECTION 1: COMPANY PROFILE

1.1 Legal Name and Form

YMCAs across Southwestern Ontario (herein after referred to as “YMCA”) is a registered charity incorporated in Ontario in 1949; a charity dedicated to strengthening the foundations of communities. The YMCA does this by nurturing the potential of children, teens and young adults; promoting healthy living; and fostering social responsibility. Focus on inclusiveness and accessibility means the YMCA serves people of all ages, backgrounds and abilities through all stages of life. Through YMCA financial assistance programs, the YMCA is accessible to all. YMCA core offerings include: Licensed Child Care, Health, Fitness & Aquatics, Employment, Settlement & Community Initiatives and Financial Development.

The YMCAs across Southwestern Ontario serve 9 communities across a region that features major membership centres located in Chatham-Kent, Goderich-Huron, Sarnia-Lambton, Lambton Shores, North Middlesex, Central Huron, and Petrolia launching in April 2018.

Legal Name:	YMCAs across Southwestern Ontario
Business Address:	1015 Finch Drive, Sarnia, ON N7S 6G5
Telephone:	519-336-9622 Fax: 519-336-6676
Website:	www.ymcaswo.ca
Email:	ymca@ymcaswo.ca
Board Chair:	Shawn Zettel
Interim President & CEO:	Kathi Lomas-McGee
Charity Registration:	11913 9400 RR0001
Incorporation #:	000067644

1.2 Mission, Vision and Values

Our Mission

Our YMCA is a charity dedicated to the enrichment of community through the growth and development of people in spirit, mind and body.

Our Vision

We empower the potential in each person to contribute to a strong healthy community.

Core Values

CARING - we can be trusted to do the right thing.

HONESTY - we keep our promises, and do what we say we will.

RESPECT - we believe in the good within people.

RESPONSIBILITY - we are leaders, and set an example for others.

INCLUSIVENESS - we create a place for everyone at the YMCA.



1.3 Strategic Plan

Together We Can is the theme of the Strategic Plan outlining YMCA's vision toward 2020 at the YMCAs across Southwestern Ontario.

In the development of this vision, the YMCA arrived at three key strategic initiatives through an extensive process of discovery. Staff spoke in-depth with members across many YMCA communities within the region to discover their greatest needs and priorities. The YMCA asked, listened, researched, and analyzed the data, then went into planning mode to develop a cause-based strategic vision to meet the needs.

Within this process, the YMCA is committed to delivering these programming solutions to the most critical needs identified by families, individuals and communities throughout the region.

Specifically, in response to the social changes and the current health challenges we are all facing, the YMCA's work for the next four years focuses on three social issues. YMCA goals are to:

- Strengthen families.
- Address challenges facing children and youth.
- Improve the personal health of individuals.

1.4 Governance

YMCA Board Members serve as policy volunteers, acting as stewards on behalf of the YMCA. The YMCA actively recruits directors who exhibit a commitment to community development and possess a range of knowledge and experience to strategically affect significant change in our community.

The Interim President and CEO, Kathi Lomas-McGee, has been a leader in our YMCA since 2002. In her role, Kathi liaises with YMCA Canada, the Board, community partners throughout our region and numerous other stakeholders. She also guides the strategic and tactical planning processes and talks regularly with staff in both formal and informal meetings. Kathi is supported by an Executive Management Team, which in turn works with the local leadership to operationalize and track progress against the YMCA's plans.

1.5 The YMCA in Canada

YMCA Canada is dedicated to the growth of all persons in spirit, mind and body, and to their sense of responsibility to each other and the global community.

Statement of Purpose

YMCAs in Canada are individually and jointly committed to achieving and upholding the following shared vision:

Together, across Canada;

- We are building stronger kids, families and communities.
- We are making our communities better places for everyone to live.
- We have more people joining with us as participants, members, volunteers, staff, donors and partners.
- We are a thriving and vibrant network that exchanges ideas, information and expertise in faster and better ways.



- We help and support each other more than ever.
- We are a leading Canadian charity.
- We are the YMCA.

YMCA Canada's current priorities include increasing the capacity of member associations and core YMCA programs through training and development and measuring social impact; significantly increasing the value of the brand through fundraising, strategic collaboration and advocacy; modernizing governance and developing leaders with a national outlook and deep local roots; standardizing service levels and creating capacity to support and provide HR, legal and IT services; harnessing technology to communicate more effectively; and fostering dialogue, transparency and accountability. YMCAs across Southwestern Ontario benefits from these priorities in staff and volunteer training and development, enhanced brand recognition and communications/marketing support, leadership in the Imagine Canada Standards accreditation process, collaboration with colleagues across the country on communications, finance, HR, legal, procurement and other initiatives, improved website design, and sharing of policies and procedures.

1.6 Core Service Areas

The YMCA has 4 core services:

- **Health, Fitness & Aquatics:** Improving the health and fitness of families and adults through membership centre facilities.
- **Child Care:** providing early childhood education in licensed environments including schools.
- **Community Initiatives:** providing an ability to address emerging community needs through education, training and programs for young adults and newcomers to Canada.
- **Opportunities to Give:** Encouraging engagement with the YMCA and opportunities to give.

1.7 Support Services (Association Services, Sarnia)

Association Services supports the YMCA mission by providing administrative leadership and services to all service areas and branches of the YMCA. Accounting and Finance, Communications, Human Resources, IT, Business Development and Marketing professionals provide technical expertise, advice, coaching and tools to build strength and capacity across the association. Administrative and technical staff provides specialized accounting, IT and other administrative services.

Accounting for the YMCA is provided by an accounting team including the Chief Financial Officer, two qualified accountants, accounts payable, accounts receivable and payroll administrators. This staffing level provides for efficient centralized transaction processing, separation of duties, and management accounting support for all service areas and branches.

Using a common computer network across all locations, all transactions are processed using a single point-of-sale software that is fully integrated with the general ledger and provides extensive reporting capabilities. Payroll is outsourced to Ceridian, providing a file for each payroll period that is automatically interfaced with the general ledger.



The IT Manager and technical support staff maintain a variety of functional, secure systems to handle all data processing needs and connect employees across the region, as well as providing online services to members and participants.

Effective Human Resources leadership provides oversight of all legal and regulatory employment requirements, while coaching supervisors and strategically managing our most important resource.

Business Development works to define and improve the Association's market position and achieve financial growth, focusing on long-term strategic goals and identifying business opportunities.

Communications and Marketing professionals ensure that our message is on point and effective in reaching its intended audience through a wide and evolving variety of media.

Comprehensive policies and procedures based on the YMCA's by-laws are widely distributed and applied for finance, human resources, information technology and other key functions. This includes health & safety, child protection, privacy, financial controls, data security, the full range of human resources, and other key policies to minimize risk. An enterprise risk management plan has been approved by the Board and implemented. The YMCA's internal controls and practices are supported by the annual external audit, conducted by PWC.



SECTION 2: MUNICIPAL EXPERIENCE

2.1 Municipal Recreation Management Experience

The YMCAs across Southwestern Ontario is an experienced provider, under contract, with municipal government in the delivery of service and programs which strengthen community health. Acting alone, the YMCA cannot create a sustainable delivery model in small communities while municipal governments struggle with providing affordable, effective recreation to their constituents. Working together, the YMCA and several communities have implemented a partnership model that enhances the YMCA's ability to deliver its mission in rural communities while filling an existing gap in providing programming that is affordable and accessible to local populations. *The YMCA partnership table-stakes, which have led to current successful municipal relationships, are contained in the attached YMCA Partnerships Guide. (Appendix - 1)*

The YMCA provides expertise in the delivery of program and services that focus on outcomes that build healthy communities. In collaboration with municipalities across the Southwestern Ontario region, the YMCA has created effective and sustainable business models despite challenges facing these areas, such as population decline, strained economic environments and face social demographics that illustrate significant health challenges that research suggests will continue to prevail in the future.

The YMCA's proven ability to collaborate and partner to create innovative models that evolve with the changing needs of YMCA partners, has positioned the YMCA as a leader locally and provincially.



SECTION 3: DEVELOPMENT SERVICES

3.1 Community Development Services

The YMCA is pleased to present a proposal for services that will both support the Municipality's current efforts to identify potential models and levels of support for a Community Hub and Recreation Centre, and add value, expertise, and accuracy to the process. Specifically; the YMCA proposes to:

- Support the Community Hub and Recreation Project Steering Committee
- Develop preliminary and final Operating Pro-forma
- Lead the development of Terms of Reference for consultant selection
- Provide Pre-Architectural Development Services

3.2 Support of Project Steering Committee

The YMCA will aid the Community Hub and Recreation Project Steering Committee in ensuring the process to recommend a final operating and construction model is reflective of the needs of the community, provides opportunity for significant public input and consultation, and delivers the most financially sustainable model possible.

The YMCA shall provide the Steering Committee with a comprehensive review of existing Municipal data and reports related to community health, recreation, and facilities. Findings of these existing reports and gaps in information/data shall be incorporated into and tested within a Community Needs Assessment/Market Study to better inform the findings of the Assessment and provide actionable steps the Municipality can consider in addressing community need.

This review shall include but not be limited to:

- South Huron Corporate Strategic Plan 2015-2019
- Community Services Master Plan 2009
- Community Hub Recreation Centre Report – November 2017
- Recreation Project Options report
- Draft Designs for Community Hub/Recreation Centre

Additionally; the YMCA will provide the Steering Committee with relevant data and outcomes from similar projects within southwestern Ontario and across the YMCA's national federation.

3.3 Development of Preliminary Operating Pro-forma

The YMCA shall complete a preliminary Operating Pro-forma based on data collected to date and demographic analysis prior to the execution of a Community Needs Assessment/Market Study. Such high-level pro-forma will be useful in framing the correct terms of reference for the Needs Assessment/Market Study and identify assumptions to be tested.



Demographic Analysis

The two key determinants of participation in physical fitness and exercise are education and income levels. The higher ones education and income the more likely they are to participate in physical fitness and exercise. On average one third of Ontario residents participate in physical fitness and exercise; this is commonly referred to as the Fitness Market.

A demographic analysis will contrast the average education and income levels of residents with those of the Ontario averages to determine predicted participation based on these two factors. The demographic analysis will also identify potential participation in subsidized access due to financial need. Statistics Canada census data will be utilized along with analysis provided by YMCA Canada's Research office.

3.4 Development of Terms of Reference for Consultant Selection

Two significant studies are required for the Project Steering Committee to deliver an accurate and financially sustainable operating and facility model, a Community Needs Assessment/Market Study and a Fund-Raising Feasibility Study. The YMCA, building on the work of existing document/data review and the development of preliminary operating pro-forma, will aid the Project Steering Committee in the development of Terms of Reference for the selection of consultants to deliver these two studies. The YMCA will further provide samples of previously executed studies and identify experienced consultants to bid on completion of the studies.

Community Needs Assessment/Market Study

Each community is unique; as are its needs for health, fitness and recreation. The YMCA does not recommend a "one size fits all" approach to community programming, but instead advocates for the completion of a Community Needs Assessment/Market Study to determine the correct mix of programs and services needed to meet the needs of individual communities.

A Community Needs Assessment ideally employs the services of a professional consultant to conduct a community wide telephone and electronic survey. This conventional method of Needs Assessment is best supplemented by Community Consultations. The YMCA, in conjunction with the Municipality, will perform the Community Consultations. This process includes community meetings, and consultations with established community groups. The YMCA will seek to utilize existing community media, newsletters and forums to conduct and promote this process.

The completion of the Community Needs Assessment will result in a Proposed Program and Partnership Model for the consideration of the YMCA and the Municipality.

Community Needs Assessment/Market Study Methodology

The Community Needs Assessment is comprised of three distinct elements.

1. Resident Survey – performed by selected consultant
2. Consultations/Focus Groups – performed by the YMCA
3. Demographic Analysis – performed by both the YMCA and selected consultant

Resident Survey

The selected consultant will execute a statistically accurate community-wide telephone survey. The survey may, pending the outcome of the YMCA led development of Terms of Reference, address the



following topics among the residents in order to develop a final operating pro forma and program modeling:

- Respondent demographic profile
- Opinions regarding participation in fitness/recreation activities
- Profile of current participation in fitness/recreation activities
- Profile of current locality of participation in fitness/recreation activities
- Desired fitness/recreation activities
- Level of awareness of the YMCA
- Level of support for any proposed YMCA and Municipality collaboration
- The likelihood of participating in selected fitness/recreation activities
- Identification of price point
- Identification of factors affecting participation

The data generated by the Resident Survey will be analyzed based on:

- All respondents
- Respondents age group
- Respondents gender

Consultations/Focus Groups

The YMCA will organize and conduct Focus Groups throughout the community to further determine the opportunities for group participation and collaborative delivery. The slate of Focus Group participants will be determined through consultation with the Project Steering Committee and the Municipality but is likely to include the following groups:

- Existing providers of fitness/recreation activities
- Service Groups
- Minor Sports Associations
- Key Municipal stakeholders
- Other key groups as identified

Community Needs Assessment/Market Study Timeline

The process to plan, launch and analyze the results of the Community Needs Assessment/Market Study will require four months to complete. It is critical that results of the Community Needs Assessment/Market Study be shared with the public in order to build and foster support for any eventual Municipal consideration of enhanced health, fitness, and community programming and/or facilities.

Fund-Raising Feasibility Study

Any facility model eventually chosen by the Municipality will be partially reliant on the Municipality's ability to fund a significant portion of the construction of the facility through community donations and volunteer leadership. A Fund-Raising Feasibility Study is best performed after the Community Needs Assessment/Market Study in order to test philanthropic funding against a specific construction and operating model. The YMCA will aid the Project Steering Committee in the development of Terms of Reference for the selection of a consultant to conduct the study and will provide a list of experienced consultants capable of performing the study. The feasibility study, pending completion of specific Terms of Reference, address the following items:

- Community perception of the need for the project
- Community perception of fund-raising goal
- Perception of project principals (Municipality and the YMCA)
- Size of the donor base and approximate financial capacity



- Identification of Campaign volunteers, champions, and supporters
- Identification of local factors, positive and negative, that could affect a Fund-Raising Campaign

Fund-Raising Feasibility Study Timeline

The planning, execution, and final reporting of the Fund-Raising Feasibility Study is estimated to require three to four months to complete. The completed study will provide the Municipality with recommendations on setting an achievable fund-raising goal, identification of potential leadership and major gifts level donors, identification of campaign volunteers and a suggested campaign plan.

3.5 Pre-Architectural Development Services

The YMCA will further provide the Municipality with Pre-Architectural Development Services. Using the data collected within the Community Needs Assessment/Market Study, the Fund-Raising Feasibility Study and building upon the YMCA's vast facility development expertise, the YMCA can deliver a pre-architectural needs assessment which includes:

- An analysis of renovation and/or co-location opportunities within the Municipality's existing building and land portfolio
- A Facility Space Program – defining the size and type of spaces required
- A Space Adjacency Plan – identifying the key inter-relationship of specific spaces and amenities
- Key Design and Equipment Specifications to support identified program and service demands
- A pre-construction Capital Estimate

The YMCA has executed over \$21 million in owned capital projects, including the development and launch of the new YMCA of Chatham-Kent, in the last 7 years. Additionally; the YMCA has provided pre-architectural services to Municipal partners executing upon projects or project elements totaling over \$22 million.

A completed Pre-Architectural Development Plan will aid the Municipality in pursuing grant and funding opportunities and will reduce the time needed for any project to achieve "Shovel Ready" status. Further, this plan will support the development of Terms of Reference for selection of architectural consultants and streamline the facility design process.

Pre-Architectural Development Plan Timeline

The Pre-Architectural Development Plan must reflect the needs identified within the Community Needs Assessment/Market Study and Fund-Raising Feasibility Study. The Plan must consider financial sustainability in its specification of facility size and therefore requires an accompanying Operation Model. The Pre-Architectural Development Plan will be compiled and completed within two months of the completion of the Needs Assessment/Market Study and Fund-Raising Feasibility Study.

3.6 Application of YMCA Resources

The YMCA will support this process through the assignment of the Senior Manager, Business Development and other staff of the YMCAs across Southwestern Ontario as required. Development of key media and promotional materials will be supported by the YMCA's Communications Manager. The YMCA will access demographic analysis services through YMCA Canada's Research department. The YMCA will apply the above supports to the process through its Association Services department.



YMCA Engagement Timeline

The execution of the YMCA Community Development Services, including coordination with additional consultants, proposed is estimated to require twelve months to complete.

3.7 Process Results and Work Products

The Community Needs Assessment/Market Study, Fund-Raising Feasibility Study and Pre-Architectural Development Plan are designed to identify a model of sustainable partnership and community support. Should the Community Needs Assessment/Market Study not identify a sustainable case for a partnership; or should either party not wish to move forward; the completed written and electronic copies of the completed reports, excluding third party reports provided under contract to the Municipality, become property of both parties.

3.8 Collaboration

Transparent and positive relationships with Municipal Council and staff are critical to the success of the Community Needs Assessment/Market Study, Fund-Raising Feasibility Study and Pre-Architectural Development Plan. The YMCA will engage openly with the Municipality to ensure availability of space in the community to conduct public consultations and will rely upon the Municipality and selected consultants to assist with public communications and support of both studies.

The YMCA will work to provide timely communication to the Municipality with regard to progress against project deliverables. Regular on-going communication with Municipal staff will allow the YMCA to ensure the effectiveness of products to be delivered.

3.9 Remuneration

In engaging the YMCAs across Southwestern Ontario the Municipality shall commit to payment on monthly installment throughout the duration of the YMCA's engagement. The YMCA shall invoice the Municipality accordingly. Fees are subject to HST.

YMCA Community Development Services	
Completion of Described Scope of Work	\$ 19,250
12 month engagement	

3.10 Additional Costs

Mileage shall be charged at \$0.40/km in addition to the remuneration described above.

The Municipality and the YMCA may determine the need for additional promotional resources such as brochures, newsletters, mailings and advertising. An incentive package or draw prize may also be used to entice residents to participate in community consultations. The cost of these resources shall be borne by the Municipality as an additional expense. The YMCA shall not incur any additional expenses as described herein without the express consent of the Municipality.



Appendix Reference Document

A-1 YMCA Partnership Guide